New Zealand Police Workplace Survey 2015

Summary of Findings
ICT 2015

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1. Executive Summary

Overall NZ Police results have declined since 2014 and are now similar to results last seen in 2013. While people are highly invested in the work they do on a daily basis, fewer people feel a sense of connection and engagement with the NZ Police. The Key Driver analysis shows that the things identified as important to employees' engagement last year are just as relevant this year, however many people don't feel that their opinions and suggestions were acted upon in the past twelve months. Other key overall findings were that fewer employees this year feel positively about work conditions and their ability to deliver quality service.

This report focuses on your district/group, and is intended to give insight into how your people think and feel about working at NZ Police.

Response Rate

ICT has maintained a good response rate (comparable to 2014), which is also higher than NZ Police overall. With 79.2% of people providing their feedback, we can be confident that the results provide a good reflection of employee attitude and opinion towards ICT.

	ICT 2015	ICT 2014	NZ Police 2015
Number of Responses	187	188	8361
Response Rate	79.2%	77.0%	69.1%

Note: For tables in this report where comparisons are made between the District's 2015 and 2014 scores, as well as between the District and NZ Police (Total Org), green font indicates that the District's score is statistically higher than the comparison point, while red font indicates the score is statistically lower. The scores in the tables, excluding the response rate, are level of agreement (percent favourable) scores (unless otherwise stated). See the glossary on the last page of this report for definitions of all terms used.

Summary of Results

	ICT 2015	ICT 2014	NZ Police 2015
Performance Index	54.1	**49.1**	**63.2**
Engagement Index	66.2	63.3	**72.1**
Work Engagement Index	76.8	75.7	**84.0**
Change Index	26.5	**18.9**	26.4

Engagement Profile

	Engaged	Ambivalent	Disengaged
NZP 2015	26.4%	58.3%	15.3%
ICT 2015	24.1%	54.0%	21.9%
ICT 2014	14.0%	64.5%	21.5%

Summary of Findings

Although ICT shows some improvement on the overall survey score since 2014, it is still significantly below the NZ Police average, with the various groups falling in the bottom 25% when compared to other Areas/Districts within NZ Police. Nonetheless, there has been an increase in the proportion of engaged staff within ICT, more people are satisfied with learning and development opportunities, perceptions of immediate supervisor have improved, and there are more favourable views about post-survey action (compared to last year). The key drivers of engagement identified point to bottom up communication (particularly consultation/involvement of staff in decision making) and perceived organisational effectiveness as areas of focus for improving engagement within ICT.

Where to from here

In providing feedback on the survey results to teams and action planning with them around potential areas for improvement, it is recommended that the focus is on the two key areas identified as having a strong relationship to organisational engagement: 1) more consultation and involvement of staff, seeking their ideas and views on matters or decisions that may affect them (involvement in the action planning process is a good step forward on this), and 2) clarifying and improving perceptions of NZ Police's current and future effectiveness.

2. Section Summary

The section summary calculates the level of agreement to questions within each of the 11 sections of the survey, and provides insight into employees overall perceptions of the District as a place to work.

2.1 Across the District

	ICT 2015	ICT 2014	NZ Police 2015
Performance Index (average of all questions in the survey)	54.1	**49.1**	**63.2**
1. The Work I Do	61.7	58.6	**70.8**
2. Learning and Development	41.1	**31.0**	**52.6**
3. Work Conditions	44.8	45.5	**52.8**
4. My Team	60.1	56.0	**75.7**
5. Respect & Integrity in the Workplace	62.6	58.0	**72.7**
6. My Supervisor	63.4	**51.2**	**80.7**
7. Recognition	38.2	**32.5**	**44.6**
8. Vision and Purpose + Communication and Cooperation	53.0	**47.6**	**58.0**
9. Quality and Excellence	51.2	48.2	**58.7**
10. Final Thoughts (Employee Engagement)	66.2	63.3	**72.1**
11. The Survey - Your Views (Change Index)	26.5	**18.9**	26.4

Please note that the scores shown above are calculated based on questions common across all three groups to ensure that comparisons are only being made for the same set of questions.

2.2 Across the Areas

Section	Central ICTSC		ICT Service Centre		Northern ICTSC		Southern ICTSC	
	2015	**2014**	**2015**	**2014**	**2015**	**2014**	**2015**	**2014**
Performance Index	53.6	35.3	55.9	52.3	45.3	31.5	44.2	51.4
1. The Work I Do	66.7	50.6	62.7	59.7	54.3	45.6	52.1	66.7
2. Learning and Development	33.3	16.3	44.3	34.5	26.4	11.8	26.5	31.3
3. Work Conditions	43.8	40.0	44.2	48.3	47.2	27.6	47.3	41.7
4. My Team	53.1	47.5	62.2	57.9	48.6	37.5	55.7	65.6
5. Respect & Integrity in the Workplace	53.3	38.0	64.2	59.7	56.7	52.6	58.0	68.3
6. My Supervisor	61.1	25.8	67.7	56.1	43.0	29.8	41.7	56.9
7. Recognition	36.7	16.0	39.4	35.3	31.1	17.9	36.4	40.0
8. Vision and Purpose + Communication and Cooperation	56.8	32.6	54.3	52.3	41.9	23.0	46.0	44.7
9. Quality and Excellence	46.4	36.4	52.9	52.1	50.0	31.6	31.8	37.7
10. Final Thoughts	73.6	50.8	67.4	66.9	56.5	42.1	56.1	66.7
11. The Survey - Your Views	33.3	0.0	28.3	23.5	20.4	5.3	3.0	13.9

Please note there were insufficient responses to display the results for Police National Headquarters (ICT)

2.3 Interpretation

ICT's overall results on the survey have improved significantly from the previous year, with meaningful shifts on five of the individual sections (particularly on sections 'My Supervisor', 'Learning and Development', and views about post-survey action). However, ICT's scores are still below NZ Police overall, with all ICT groups scoring in the bottom 25% when compared to other Areas/Districts within NZ Police on the overall Performance Index. In particular, their perceptions around their immediate team and supervisor are still significantly lower compared to the overall NZ Police.

Central ICTSC and Northern ICTSC had the greatest improvements from the 2014 results, while Southern ICTSC had some declines (significant for 'My Supervisor'). It should be noted, however, that these groups are relatively small (i.e. between 12-18 respondents each) and are therefore more easily influenced by extremes.

2.3.1 Notes on Change Index

The Change Index is made up of three key questions and measures employees' perceptions of the activity and accountability demonstrated since the previous survey. There appears to be some correlation between the Change and Performance indices.

3. Engagement

Levels of engagement within ICT are lower than for NZ Police overall. With respect to engagement with their work and with NZ Police as an organisation, there have been some significant improvements for ICT since 2014 (particularly Central and Northern ICTSCs). This year, more people agreed that they feel motivated to do the best they can in their job every day, and feel inspired to go the extra mile to help NZ Police succeed; and also that they are satisfied with their job and would recommend NZ Police as a great place to work. However, most of these questions still scored significantly below the NZ Police average. There was one engagement question that saw a significant decline for ICT, with less people indicating that they take an active interest in what happens in NZ Police.

3.1 Fulfilment, motivation and commitment towards work

In order to distinguish employees' connection with their work and NZ Police as an organisation, three questions have been identified to measure the sense of fulfilment, motivation and commitment people have towards their day-to-day work.

Question	ICT 2015	ICT 2014	NZ Police 2015
1.7 My job gives me a sense of personal achievement	68.8	70.4	**77.9**
1.8 I am strongly committed to the work I do	84.0	86.6	**89.1**
1.9 I am motivated to do the best I can in my job every day	77.5	**70.1**	**85.1**

	Central ICTSC		ICT Service Centre		Northern ICTSC		Southern ICTSC	
	2015	**2014**	**2015**	**2014**	**2015**	**2014**	**2015**	**2014**
1.7	83.3	70.0	68.1	69.5	66.7	63.2	63.6	83.3
1.8	91.7	75.0	85.4	89.3	77.8	73.7	66.7	91.7
1.9	91.7	60.0	79.2	75.0	66.7	42.1	58.3	66.7

Please note there were insufficient responses to display the results for Police National Headquarters (ICT)

3.2 Engagement with New Zealand Police

Organisational engagement refers to the level of connectedness an employee feels towards NZ Police as an organisation, expressed in their level of commitment, cognitive attachment and advocacy towards the organisation.

The Engagement Index is the average of all six engagement questions and measures employees' engagement with NZ Police as an organisation.

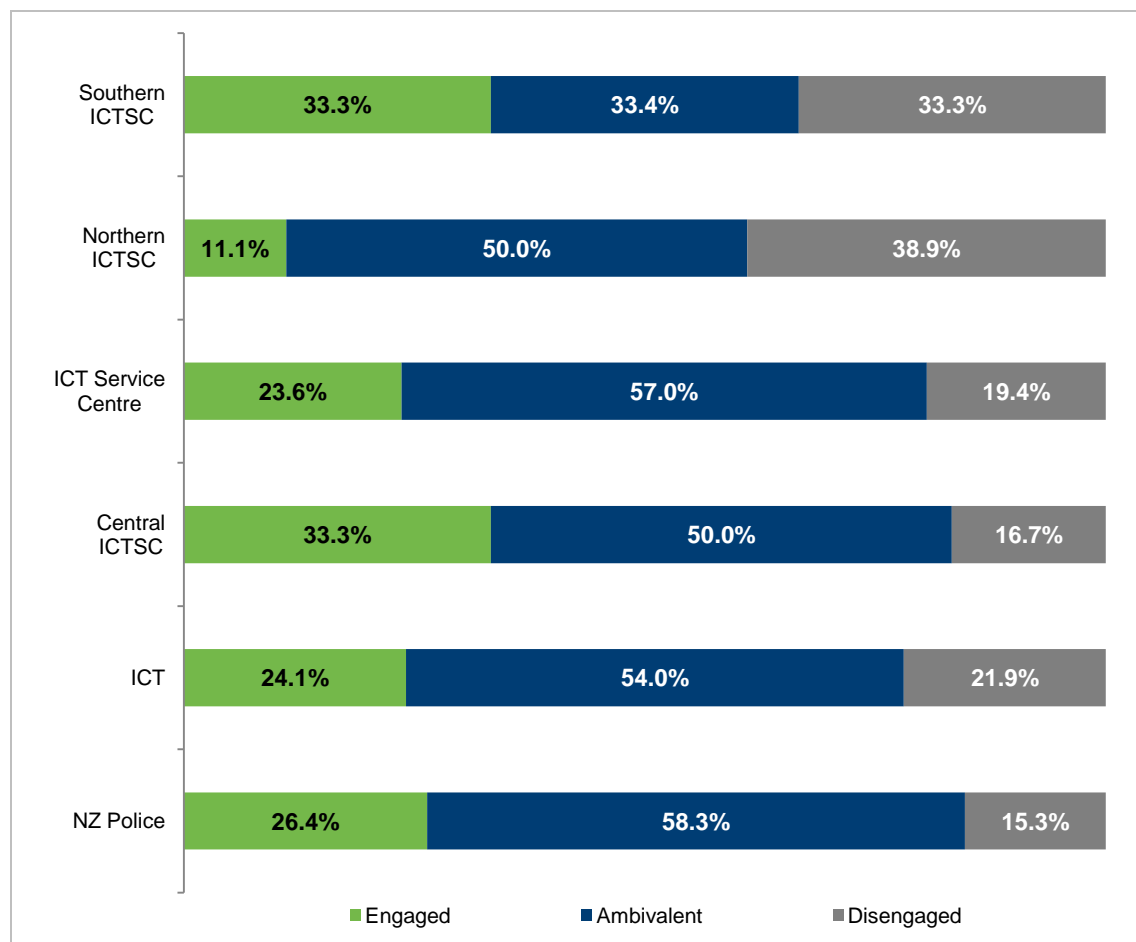| Question	ICT 2015	ICT 2014	NZ Police 2015
Engagement Index	66.2	63.3	**72.1**
10.1 Overall, I'm satisfied with my job	58.6	**50.5**	**73.1**
10.2 Overall, I would recommend NZ Police as a great place to work	51.9	**46.8**	**66.6**
10.3 I take an active interest in what happens in NZ Police	71.1	**78.9**	**80.7**
10.4 I feel inspired to go the extra mile to help NZ Police succeed	75.4	**68.8**	71.5
10.5 I feel a sense of commitment to NZ Police	80.2	78.0	80.9
10.6 NZ Police inspires me to do the best I can in my job every day	60.2	57.0	59.8

	Central ICTSC		ICT Service Centre		Northern ICTSC		Southern ICTSC	
	2015	**2014**	**2015**	**2014**	**2015**	**2014**	**2015**	**2014**
Index	73.6	50.8	67.4	66.9	56.5	42.1	56.1	66.7
10.1	58.3	40.0	61.1	54.2	50.0	15.8	36.4	66.7
10.2	58.3	35.0	53.5	52.7	38.9	10.5	41.7	41.7
10.3	91.7	70.0	69.4	79.2	61.1	78.9	83.3	83.3
10.4	91.7	65.0	76.4	69.5	66.7	57.9	58.3	75.0
10.5	91.7	60.0	81.9	83.2	66.7	52.6	66.7	83.3
10.6	50.0	35.0	62.2	62.6	55.6	36.8	50.0	50.0

Please note there were insufficient responses to display the results for Police National Headquarters (ICT)

3.3 District and Area Engagement Profile 2015

The Engagement Profile (distribution of engagement) shows the proportion of people who can be considered engaged, ambivalent, or disengaged, and provides insight into the sorts of attitudes that can be expected from a group overall.

Overall, ICT has a fairly similar Engagement Profile to NZ Police as a whole (with a slightly higher proportion of disengaged staff). Northern ICTSC has quite a high proportion of disengaged staff – for every engaged person within this group, there are four who are disengaged. Southern ICTSC has a third of its people within each of the categories. While these are small groups with scores more easily influenced by extreme responses, they are nonetheless a worthy focus of efforts to improve engagement.

	Engaged	Ambivalent	Disengaged
Southern ICTSC	33.3%	33.4%	33.3%
Northern ICTSC	11.1%	50.0%	38.9%
ICT Service Centre	23.6%	57.0%	19.4%
Central ICTSC	33.3%	50.0%	16.7%
ICT	24.1%	54.0%	21.9%
NZ Police	26.4%	58.3%	15.3%

3.4 District and Area Engagement Profile Trend 2014-15

When examining engagement across the different groups within ICT, Central ICTSC and the Service Centre show an increase in the proportion of people who are engaged, compared to 2014 results; Central ICTSC also has a marked reduction in the proportion of disengaged staff, while Southern ICTSC shows an increased number of disengaged people. Northern ICTSC has a similar profile to last year.

Engagement Profile	Central ICTSC		ICT Service Centre		Northern ICTSC		Southern ICTSC	
	2015	2014	2015	2014	2015	2014	2015	2014
Engaged	33.3	10.0	23.6	13.0	11.1	5.3	33.3	25.0
Ambivalent	50.0	45.0	57.0	70.2	50.0	52.6	33.4	66.7
Disengaged	16.7	45.0	19.4	16.8	38.9	42.1	33.3	8.3

Please note there were insufficient responses to display the results for Police National Headquarters (ICT)

3.5 What drives our employee's engagement within the District?

Amongst the key drivers of engagement for ICT, there have been a number of notable improvements since 2014, although still falling below NZ Police on a number of questions as well. Based on gaps between ICT and the wider NZ Police, recommended areas of focus include consultation and involvement of staff when seeking ideas or making relevant decisions, and organisational effectiveness and sense of personal achievement. More people within ICT feel that there is a sense of 'common purpose' in NZ Police and that NZ Police delivers on the promises it makes to customers, so it is possible concerns regarding organisational effectiveness may relate to operational efficiency at an overall organisational level, even though they see a stronger 'common purpose' or feel that customer promises are delivered.

Key Driver Questions	ICT 2015	ICT 2014	NZ Police 2015
8.9: NZ Police is an enjoyable place to work	60.4	59.4	**71.2**
8.10: I feel I am working for an effective organisation	57.6	55.1	**62.8**
8.7: I feel a sense of belonging to my District or my Service Centre	57.0	**49.5**	59.8
1.7: My job gives me a sense of personal achievement	68.8	70.4	**77.9**
9.4: I am sufficiently involved in decisions that affect the way I do my job	41.1	39.6	**49.2**
8.8: NZ Police cares about the well-being of its staff	51.9	**44.9**	48.7
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	43.8	**38.7**	**57.5**
8.4: There is a sense of 'common purpose' in NZ Police	65.4	**54.3**	**57.2**
8.5: NZ Police is interested in the views and opinions of its staff	37.8	33.2	38.9
9.7: NZ Police delivers on the promises it makes to its customers	61.4	58.2	**51.5**

Note: The table above shows the results of a statistical analysis identifying those things assessed in the survey that are the most engaging to staff members within the District. These key drivers are rank ordered. Any difference highlighted in green represents a statistically significant positive difference between the District and the comparison data. Any difference highlighted in red represents a statistically significant negative difference. Any non-coloured difference indicates a score statistically similar to the comparison data.

Those key drivers where the District is scoring significantly below the total organisation represent particularly useful leverage points when attempting to further engage employees.

4. Respect & Integrity reporting

ICT scored less favourably than NZ Police overall on the various questions relating to respect and integrity. Although there have been some improvements for ICT since the previous year with respect to perceived safety in reporting harassment, bullying, discrimination, or other inappropriate conduct, ICT still scores below the wider organisation on these questions. Since 2014, there has been a 9% drop in people answering 'Not applicable' regarding witnessing or experiencing harassment, discrimination or bullying, and the vast majority of those who have witnessed or experienced such behaviour do not feel it has been dealt with effectively (although this is not as extreme as last year).

Question		ICT 2015	ICT 2014	NZ Police 2015
5.1: Staff in my workgroup respect employee diversity		77.4	76.6	**83.6**
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination		67.6	69.9	**79.1**
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal		59.2	**51.3**	**69.2**
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)		59.0	**47.6**	**68.4**
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately		49.7	**44.6**	**63.0**
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?	Not Applicable	74.9	84.0	81.7
	Yes	3.7	0.5	4.5
	No	21.4	15.4	13.8

5. Biggest Differences 2014 - 2015

The five questions showing the biggest improvements for ICT were all significantly higher than 2014. They point to good progress being made within ICT with respect to learning, development, and coaching/feedback from one's supervisor; however, significant gaps are still apparent when compared to NZ Police overall, suggesting there is still work to be done in these areas. Of the items that have declined, only two are significant, with less people reporting that they take an active interest in what happens in NZ Police and fewer satisfied with their physical work environment. Many of these questions are significantly below NZ Police overall, with the exception of more ICT staff feeling fairly remunerated for their work.

5.1 Top five biggest differences within the District since 2014 - POSITIVE

| Question	ICT 2015	ICT 2014	NZ Police 2015
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	49.7	**30.5**	52.3
6.3: My supervisor communicates the goals and objectives of our team effectively	59.7	**41.7**	**78.8**
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	51.6	**34.4**	**68.5**
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	31.3	**16.8**	30.9
2.3: There are learning and development opportunities for me in NZ Police	41.9	**30.1**	**54.8**

5.2 Top five biggest differences within the District since 2014 - NEGATIVE

| Question	ICT 2015	ICT 2014	NZ Police 2015
10.3: I take an active interest in what happens in NZ Police	71.1	**78.9**	**80.7**
3.1: I am satisfied with my physical work environment	42.2	**49.2**	**60.1**
3.4: The pay and benefits I receive are fair for the work I do	38.7	41.7	**33.7**
7.2: People here are appointed to positions based on merit	23.5	26.5	**31.3**
1.8: I am strongly committed to the work I do	84.0	86.6	**89.1**

6. Employee Comments Theme Analysis

All employee comments to the two open-ended questions were analysed to provide further insight into the things people feel are working well and things that could be further improved.

6.1 One thing that makes this a great place to work
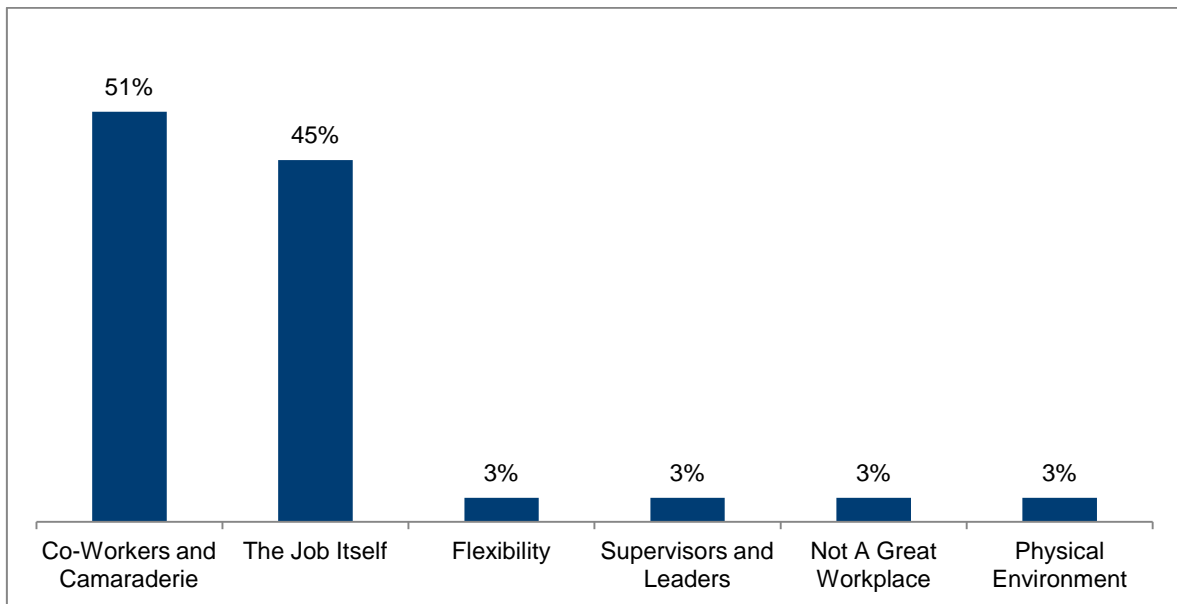
Comments regarding what makes NZ Police a great place to work are fairly evenly split within ICT between colleagues and the sense of camaraderie experienced in the workplace, and aspects of the job itself.

6.2 One thing that needs to change to make this a great place to work
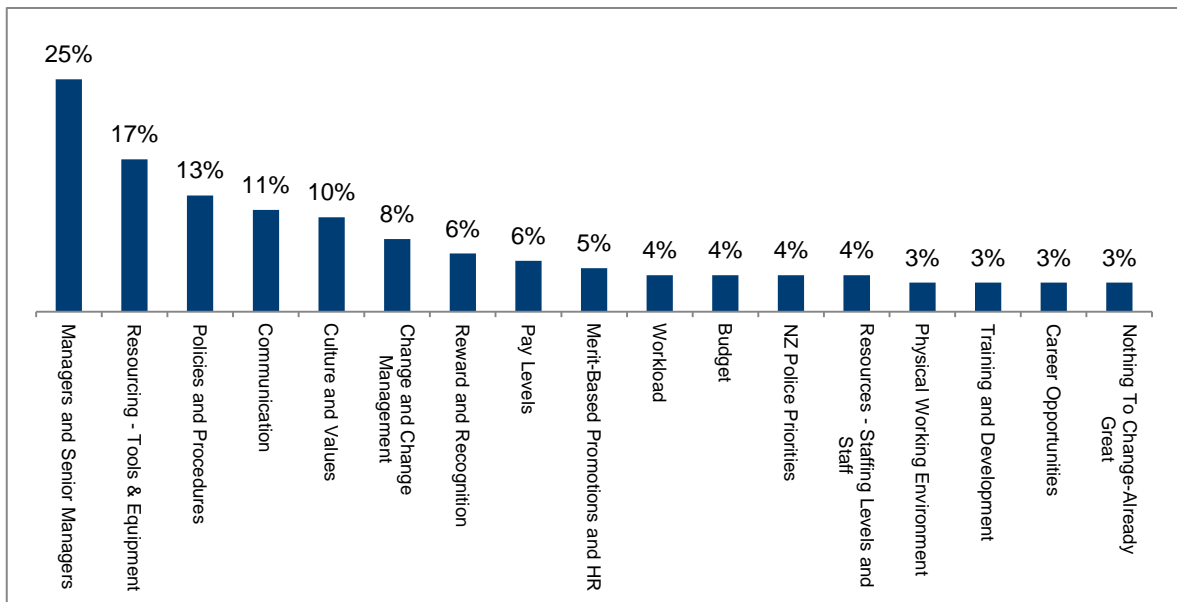
Suggestions regarding what needs to change to make NZ Police a great place to work are more varied. Managers and Senior Managers was the most commonly mentioned theme, followed by resourcing (in the form of tools and equipment) and policies and procedures. Communication also featured within the top five things to change, alongside culture and values.

7. Appendix 1 – All Question Results

Question	ICT		NZ Police	
	2015	**2014**	**2015**	**2014**
1. The Work I Do	61.7	58.6	70.8	71.9
1.1: The responsibilities of my job are clearly defined	58.8	54.3	75.8	76.1
1.2: I know how my work contributes to the effectiveness of NZ Police	86.1	82.4	82.8	83.9
1.3: I understand how my performance is measured	41.1	39.0	59.4	61.1
1.4: My performance is fairly assessed	38.9	33.9	52.7	54.6
1.5: NZ Police provides adequate training for the work I do	34.9	25.1	40.0	44.8
1.6: The work I do makes good use of my knowledge and skills	64.7	65.4	74.4	75.0
1.7: My job gives me a sense of personal achievement	68.8	70.4	77.9	78.3
1.8: I am strongly committed to the work I do	84.0	86.6	89.1	88.6
1.9: I am motivated to do the best I can in my job everyday	77.5	70.1	85.1	85.1
2. Learning and Development	41.1	31.0	52.6	53.2
2.1: I am encouraged to develop my knowledge, skills and abilities in NZ Police	49.7	30.5	52.3	53.2
2.2: I am encouraged to try new ways of doing things	38.2	35.3	49.7	51.2
2.3: There are learning and development opportunities for me in NZ Police	41.9	30.1	54.8	55.0
2.4: There are career development opportunities for me in NZ Police	34.4	28.0	53.5	53.4
3. Work Conditions	44.8	45.5	52.8	56.2
3.1: I am satisfied with my physical work environment	42.2	49.2	60.1	62.5
3.2: The level of work-related stress I experience in my job is acceptable	41.4	33.7	52.2	54.9
3.3: I am able to maintain a balance between my personal and working life	57.0	57.2	64.9	67.2
3.4: The pay and benefits I receive are fair for the work I do	38.7	41.7	33.7	40.1
4. My Team	60.1	56.0	75.7	76.4
4.1: People in my team conduct themselves in accordance with the values expected by NZ Police	74.9	75.8	86.0	86.2
4.2: Roles and responsibilities are clearly defined in my team	55.1	46.0	76.4	76.9
4.3: The way work is allocated in my team is fair	47.3	41.4	71.5	72.5
4.4: People I work with cooperate to get the job done	78.6	79.1	86.1	86.5
4.5: I can rely on the support of others in my team	81.3	81.3	86.4	86.9
4.6: I feel part of an effective team	71.5	66.1	80.3	81.2
4.7: People are held accountable for their performance in my team	43.5	36.0	65.7	66.9
4.8: Poor performance is dealt with effectively in my team	28.8	22.3	53.3	54.4
5. Respect & Integrity in the Workplace	62.6	58.0	72.7	73.4
5.1: Staff in my team respect employee diversity	77.4	76.6	83.6	83.4
5.2: I know who to contact to report instances of workplace harassment, bullying or discrimination	67.6	69.9	79.1	79.7
5.3: I am confident that I could raise concerns I had related to workplace harassment, bullying or discrimination without fear of reprisal	59.2	51.3	69.2	70.4
5.4: I am confident that I could raise concerns I had about other inappropriate conduct in the workplace without fear of reprisal (inappropriate conduct may include any actions or behaviours that make you feel uncomfortable in the workplace)	59.0	47.6	68.4	69.1
5.5: I am confident that any concerns I may need to raise regarding harassment, bullying, discrimination or other inappropriate conduct would be dealt with appropriately	49.7	44.6	63.0	64.4

Question	ICT		NZ Police	
	2015	2014	2015	2014
6. My Supervisor	63.4	51.2	80.7	80.6
6.1: My supervisor behaves in a way that is consistent with the values of NZ Police	72.6	63.6	87.5	87.4
6.2: My supervisor treats staff with respect	72.2	62.6	87.5	86.7
6.3: My supervisor communicates the goals and objectives of our team effectively	59.7	41.7	78.8	79.0
6.4: My supervisor encourages, and is willing to act on suggestions and ideas from my team	61.6	51.9	81.0	81.1
6.5: I get regular feedback on my performance from my supervisor (formal/informal)	51.6	34.4	68.5	68.8
6.6: I have confidence in my supervisor	62.6	52.9	80.9	80.8
7. Recognition	38.2	32.5	44.6	46.3
7.1: NZ Police has appropriate ways of recognising outstanding achievement	34.9	29.7	44.9	46.3
7.2: People here are appointed to positions based on merit	23.5	26.5	31.3	34.5
7.3: We celebrate success in NZ Police	44.6	33.7	47.5	47.0
7.4: I get recognition when I do a good job	38.7	32.1	50.3	52.7
7.5: I feel my contribution is valued in NZ Police	49.5	40.6	49.2	51.0
8. Vision and Purpose + Communication and Cooperation	53.0	47.6	58.0	59.1
8.1: NZ Police has a clear vision of where it's going and how it's going to get there	53.3	52.4	60.0	62.3
8.2: Communication in my District or my Service Centre is open and honest	35.1	31.0	45.1	46.3
8.3: I feel informed about NZ Police and its activities	58.1	50.8	56.0	56.5
8.4: There is a sense of 'common purpose' in NZ Police	65.4	54.3	57.2	58.2
8.5: NZ Police is interested in the views and opinions of its staff	37.8	33.2	38.9	39.9
8.6: Teams within NZ Police work well together	45.2	35.8	54.1	54.3
8.7: I feel a sense of belonging to my District or my Service Centre	57.0	49.5	59.8	60.3
8.8: NZ Police cares about the well-being of its staff	51.9	44.9	48.7	50.9
8.9: NZ Police is an enjoyable place to work	60.4	59.4	71.2	72.4
8.10: I feel I am working for an effective organisation	57.6	55.1	62.8	64.2
8.11: I intend to continue working at NZ Police for at least the next 12 months	61.3	57.0	84.6	85.2
9. Quality and Excellence	51.2	48.2	58.7	60.8
9.1: Day-to-day decisions demonstrate that quality of services is a top priority for NZ Police	41.3	39.0	52.9	55.1
9.2: NZ Police expects high standards of performance from its people	81.1	77.0	87.6	87.3
9.3: I have the tools and resources I need to do my job	50.3	50.8	53.4	57.2
9.4: I am sufficiently involved in decisions that affect the way I do my job	41.1	39.6	49.2	51.3
9.5: Systems and processes I use enable me to do my job well	39.2	34.4	59.1	60.8
9.6: Employees are encouraged to provide ideas and suggestions to improve the way things are done	43.8	38.7	57.5	59.1
9.7: NZ Police delivers on the promises it makes to its customers	61.4	58.2	51.5	55.1
10. Final Thoughts	66.2	63.3	72.1	73.3
10.1: Overall, I'm satisfied with my job	58.6	50.5	73.1	74.9
10.2: Overall, I would recommend NZ Police as a great place to work	51.9	46.8	66.6	68.3
10.3: I take an active interest in what happens in NZ Police	71.1	78.9	80.7	81.6
10.4: I feel inspired to go the extra mile to help NZ Police succeed	75.4	68.8	71.5	72.5
10.5: I feel a sense of commitment to NZ Police	80.2	78.0	80.9	81.8
10.6: NZ Police inspires me to do the best I can in my job every day	60.2	57.0	59.8	60.6

Question	ICT		NZ Police	
	2015	2014	2015	2014
11. The Survey - Your Views	26.5	18.9	26.4	30.5
11.1: Changes in response to the 2014 Workplace Survey have had a positive impact on my team	19.7	15.8	19.0	22.6
11.2: My supervisor has actively involved our team in making changes as a result of the last survey	31.3	16.8	30.9	35.2
11.3: I believe actions will be taken based on the results of this survey	28.4	23.9	29.3	33.8

Question	ICT	NZ Police
If you have witnessed or experienced some form of harassment, discrimination or bullying in the workplace in the last 12 months, do you believe it has been dealt with effectively?		
Not Applicable	74.9	81.7
Yes	3.7	4.5
No	21.4	13.8

8. Appendix 2 – Notes on taking action

The key to driving any change or improvement effort is in following a suitable **action plan**. An action planning template is provided on the Police Intranet and allows you to detail the key issues to be addressed (focus areas), along with specific actions to occur, expected benefits, accountabilities, timeframes and progress reporting. Districts that adopt a standard action planning approach, provide support to those involved, and review the quality of planning output are those far more likely to see greater improvement in their subsequent survey results.

The following are some of the strategies we suggest need to be kept in mind when using survey results to drive change. Whilst there can never be one 'best' approach to the post-survey process that will suit all organisations, there are nevertheless a range of strategies that experience has shown leads to the greatest likelihood of performance improvement.

Focus on a limited number of key issues. Look for themes that emerge from your set of key drivers, paying particular attention to your 'red zone' key drivers. Try to distil these themes down to two or three major goals (80/20 principle).

Communication is vital. Do your best to keep everyone fully informed at all stages of the process, from results reporting to issue prioritisation to progress reports. Communicate survey results quickly (staff know you have them). Communicate senior management's initial response and the process to be followed. People want to know what is going to happen, how they will be involved. Have members of the management team present the results to their teams, while encouraging feedback and contribution. Consider using facilitators to assist in the process, and don't overlook the contribution supervisors may make (employees often prefer to receive organisational information directly from their supervisors rather than via emails or newsletters).

Act quickly. Make sure you act on your survey results within three months of survey results being reported. Survey momentum can be short lived and employees will quickly begin to question the relevancy of interventions that come too long after the survey has been completed. Look for the obvious "low-hanging fruit" or "easy fixes," and target them early on. Don't waste time on things you can't change – focus on things you CAN change. More complex issues can be addressed progressively during the year.

Measure your progress. Often desired improvement goals are not met because the survey is regarded as a one-off events, rather than an essential business process and KPI. Sustaining performance improvement requires not only the formulation of relevant and realistic action plans, but also regular monitoring of the impact of those initiatives. On-going measurement not only provides essential feedback on what's working and what's not, it also creates a 'virtuous cycle' where improvement becomes a reinforcing thing. Measurement is also a critical to ensure those responsible for change are held accountable. And there must be consequences – consequences for no change, and consequences for positive change.

Recognise and celebrate success. Often one of the most overlooked aspects of the survey process! And one of the most important. Obviously 'red zone' drivers need urgent attention, but don't overlook those 'green zone' drivers where your above-benchmark performance is something to celebrate (and maintain). One of the features of truly great workplaces is the emphasis they place on celebrating success. And success is all around you – celebrate, and see the different it makes!

Reinforce the survey follow-up process. Once your post-survey initiatives start to happen, make sure you take every opportunity to communicate and update staff on progress regularly. Too often organisations introduce excellent initiatives post-survey, but forget to tell anyone! Consider a quarterly update, or a section in your staff newsletter where you recap on the goals that were set and provide updates on progress to-date. This, more than anything, will reinforce to staff the value of the survey – the organisation was interested in my views, they have listened, and now they're doing something about them.

9. Appendix 3 – Glossary

Employee Engagement: is a multi-dimensional concept that describes the extent to which employees mentally, emotionally and physically apply themselves at work. Engagement is measured by six questions in the survey and includes job satisfaction, organisational commitment, willingness to recommend the organisation as a great place to work, discretionary effort, taking an active interest in the organisation, and general effort.

Engagement Index: the average score across the six engagement questions, across all employees.

Engagement Profile: employees are categorised as either engaged, ambivalent or disengaged according to their Engagement Index. Employees who score above 87.5% (weighted mean score) are classified as engaged given they respond very positively to most of the engagement questions. Employees above 50% but below 87.5% are classified as ambivalent given they respond with mostly 'neutral' or 'agree' questions (i.e., not *strong* responses to the engagement questions). Disengaged employees are those that score below 50%. These employees are not sufficiently motivated by the organisation to provide an agree to strongly agree response to any of the engagement questions.

Change Index: the overall section score for 'The Survey – Your Views'

Key Driver Analysis: is a statistical technique (correlation) that helps in the interpretation of survey data and enables an organisation to put together actionable responses to survey results. It is essentially a tool that allows us to identify what specific dimensions of organisational climate (assessed in a survey) have the greatest impact on engagement levels. By knowing this, managers can prioritise improvement opportunities and prepare a focused number of strategies that will maximise future employee engagement.

'Statistical Significance' versus 'Significance of the Result': A 'statistically significant' result indicates that there is a difference in scores between two groups of respondents. So if your District's level of agreement score was 72% on a particular question and the NZ Police average was 80%, then this is likely to be a large enough difference to reflect a true divergence in employee opinion across the two groups (not just 'random variation in scores'). One group sees things more positively than the other group, so much so that the difference would be identified as 'statistically significant' via statistical analysis. But it is important to recognise that statistical analysis is impacted by the size of the survey Sample. Very large survey Samples means there is sufficient 'statistical power' to detect even very small differences in scores. As such, when viewing results online and thinking of 'what's important here', think of those things that represent substantive differences. For a result to be considered 'statistically significant' in this report we have used the below rules of thumb, based on the size of the District or Service Centre:

- 100 people or more: 5%
- 50 to 99 people: 10%
- Less than 50 people: 15%

The Questionnaire: The 2015 New Zealand Police Workplace Survey contained 69 statements (as well as three open text questions) designed to measure a workplace on a range of issues in the organisation. Respondents were asked to indicate how much they agreed or disagreed with each statement using a five point rating system. This rating system ranged from Strongly Disagree to Strongly Agree. Questions were separated into 12 sections according to statements that naturally cluster together and measure similar issues.

Level of Agreement Score (Percent Favourable): The survey scores reported herein are known as 'level of agreement scores'. They range between 0% and 100% and refer to the percentage of valid responses that 'agree' to some extent with the statement. Level of agreement scoring involves a fairly simple calculation. 'Valid' responses are all responses to the question, EXCLUDING those who did not answer the question and therefore their answer by default was recorded as 'Do not know.'

For a standard 5 point 'Strongly Agree' to 'Strongly Disagree' rating scale, the level of agreement score is calculated using the following steps:

1. Add up the number of 'Agree' and 'Strongly Agree' responses
2. Divide this number by the number of valid responses.